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FIT5057 Project management - Semester 2, 2015

This unit focuses on a holistic approach to project management. It provides students with a high level of understanding of the processes of project management, as well as sound skills in use of project tools. Proficiency in using key tools and concepts could give students a significant competitive advantage in the market place. The content deals with: concepts and definitions; organising and staffing the project office and team; planning, scheduling techniques; cost control; risk management; contracts and procurement; etc. Case studies, articles of interest that may appear in current media, and students' own work experiences with project management, will be discussed in the class to optimise the learning opportunity in the unit.

Mode of Delivery

- Caulfield (Evening)
- Caulfield (Online)
- Malaysia (Evening)

Workload Requirements

Minimum total expected workload equals 12 hours per week comprising:

(a.) Contact hours for on-campus students:
- 2 hours of lectures
- One 2-hour tutorial

(b.) Study schedule for off-campus students:
- Off-campus students generally do not attend lecture and tutorial sessions, however should plan to spend equivalent time working through the relevant resources and participating in discussion groups each week.

(c.) Additional requirements (all students):
- A minimum of 8 hours independent study per week for completing lab and project work, private study and revision.

See also Unit timetable information

Unit Relationships

Prohibitions

FIT5022, MBA9052

Chief Examiner

Dr Sue Foster
Monash is committed to excellence in education and regularly seeks feedback from students, employers and staff. One of the key formal ways students have to provide feedback is through the Student Evaluation of Teaching and Units (SETU) survey. The University’s student evaluation policy requires that every unit is evaluated each year. Students are strongly encouraged to complete the surveys. The feedback is anonymous and provides the Faculty with evidence of aspects that students are satisfied and areas for improvement.

For more information on Monash’s educational strategy, see:

www.monash.edu.au/about/monash-directions/ and on student evaluations, see:
www.policy.monash.edu/policy-bank/academic/education/quality/student-evaluation-policy.html

Previous Student Evaluations of this Unit

Based on previous student feedback this unit has been updated: all tests have been removed and these have been replaced with a final exam.

In accordance with student feedback further changes include tutorial hours increasing from 1 hour per lecture to 2 hours per lecture. Students rated their satisfaction with the way the tutorial activities were conducted as 3.70.

Further changes were made to the content of the unit after comments made by ASIC that the content should include more PMBOK and quality assurance.

If you wish to view how previous students rated this unit, please go to
Academic Overview

Learning Outcomes

On successful completion of this unit, students should be able to:

- analyse and evaluate the role of the modern project manager in the context of IT projects with regard to managing: a variety of projects, stakeholders, risk management and the organisational change aspects experienced by organisations as they go through the change;
- interpret and critique a variety of project management methodologies offered by various professional bodies including that provided by the Project Management Body of Knowledge (PMBOK);
- describe and apply the available strategies, techniques and decision tools used by project managers to manage modern IT projects based on PMBOK methodology;
- demonstrate a financial focus to managing IT projects including: valuation of work in process, financial statements, and quotations.
## Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Activities</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>No formal assessment or activities are undertaken in week 0</td>
<td>No formal assessment or activities are undertaken in week 0</td>
</tr>
<tr>
<td>1</td>
<td>Introduction to Project Management</td>
<td>Tutorial exercise/ case study. Resource: Chapter 1/2</td>
</tr>
<tr>
<td>2</td>
<td>Overview of Project Management: PM lifecycle - software development lifecycles</td>
<td>Tutorial exercises/ case studies. Resource: Chapter 1/2. Assignment 1 handed out</td>
</tr>
<tr>
<td>3</td>
<td>PM Lifecycle Phase 1: Project Selection and Initiation</td>
<td>Tutorial exercises. Working on assignment. Brewer Resource: Chapter 4</td>
</tr>
<tr>
<td>5</td>
<td>Project Body of Knowledge: Project Time Management</td>
<td>Tutorial exercises/ case studies. Brewer Resource: Chapter 6</td>
</tr>
<tr>
<td>7</td>
<td>Project Body of Knowledge: Procurement</td>
<td>Resource: Brewer Chapter 9</td>
</tr>
<tr>
<td>10</td>
<td>Project Body of Knowledge: Project Quality management</td>
<td>Tutorial exercises/ case studies: Brewer Resource Chapter 7</td>
</tr>
<tr>
<td>11</td>
<td>Project Performance - expected business benefits - metrics, KPIs</td>
<td>Tutorial exercise/ case study. Kerzner Resource: Assignment 2 due in Monday 12 October 2015 at 4.00 pm</td>
</tr>
<tr>
<td>12</td>
<td>Guest speaker and wrap up</td>
<td>Exam review</td>
</tr>
<tr>
<td></td>
<td>SWOT VAC</td>
<td>No formal assessment is undertaken in SWOT VAC</td>
</tr>
</tbody>
</table>

*Unit Schedule details will be maintained and communicated to you via your learning system.
Unit Schedule

Teaching Approach

Lecture and tutorials or problem classes

This teaching and learning approach provides facilitated learning, practical exploration and peer learning.

Assessment Summary

Examination (3 hours): 40%; In-semester assessment: 60%

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment 1 - Section 1: Business Case</td>
<td>20%</td>
<td>Monday 14 September 2015 at 4.00 pm for both Sections 1 and Section 2</td>
</tr>
<tr>
<td>Assignment 1: Section 2 - Project Planning: Time management</td>
<td>15%</td>
<td>Monday 14 September 2015 at 4.00 pm for both Sections 1 and Section 2</td>
</tr>
<tr>
<td>Assignment 2: Risk Management Report</td>
<td>25%</td>
<td>Monday 12 October 2015 at 4.00 pm</td>
</tr>
<tr>
<td>Examination 1</td>
<td>40%</td>
<td>To be advised</td>
</tr>
</tbody>
</table>
Assessment Requirements

Assessment Policy

Faculty Policy - Unit Assessment Hurdles

Academic Integrity - Please see resources and tutorials at
http://www.monash.edu/library/skills/resources/tutorials/academic-integrity/

Assessment Tasks

Participation

• Assessment task 1

Title: Assignment 1 - Section 1: Business Case

Description:
Students are required to work in project teams to complete a business case template based on a case study provided in Assignment: Section 1. The business case will require project teams to decide on the type of software or computing technology to implement for the case study organisation based on ONE chosen business driver.

Students will be required to work on all aspects of the business case; such as anticipated business benefits and costs to the organisation.

Before students can proceed to the next section of their assignment - Section 1B - the business case must be evaluated by their project supervisor (tutor) to ensure they have chosen an appropriate project. Once the tutor agrees to the project the project team can then proceed to Section 2. Project Planning: Time Management.

Weighting:
20%

Criteria for assessment:
1. Students in their groups will develop a business case from a template provided in the assignment. The business case will be assessed initially for correctness of project brief by the tutor and then via a detailed marking guide.

2. Teams are expected to write up minutes of meetings, timesheets for each team member and complete a project plan which is presented in the form of a Gantt chart. These items are evaluated by the tutor and included in the marking guide. Meeting and timesheet templates are provided with examples.

3. Students will be provided with a confidential peer review which they will be complete and hand to their tutor evaluating each member of their team. This peer review provides 5% of their contribution to the assignment for individual effort.

4. Students are required to complete, a set of meeting minutes, project plan in the form of a gantt chart and time sheets for individual evaluation.

Due date:
• Assessment task 2

Title:
Assignment 1: Section 2 - Project Planning: Time management

Description:
Students are required to collaborate in their project teams established from Assignment Section 1. In project teams students will:

1. Decide on the software development lifecycle appropriate for the chosen project and describe why the software development lifecycle was chosen.

2. Break the lifecycle down into phases and translate the phases into a work breakdown structure or similar (commensurate with the software lifecycle the student has chosen). Demonstrate in the work breakdown structure how long the project will take to complete; what tasks activities are required to be completed at each phase; what resources might be needed at each phase of the plan; and guesstimate how long each task/activity will take. Students will be required to present the work breakdown using an appropriate tool and structure to suite the lifecycle approach taken ie a GANTT chart or similar.

This section will be handed in together with Section 1 on Monday 14 September at 4.00 pm.

Learning outcomes: 1, 2, 3, 5

Weighting:
15%

Criteria for assessment:

Due date:
Monday 14 September 2015 at 4.00 pm for both Sections 1 and Section 2

• Assessment task 3

Title:
Assignment 2: Risk Management Report

Description:
Students are required to collaborate in the project teams established in Assignment 1.

In project teams students will:

1. Develop a risk management report based on the case study project provided in Assignment 1.

2. Identify, from the available literature, a general range of internal critical project risks that impact on successful projects.

3. Explain the criticality of the risks identified and their impact on the project.

4. Develop a risk register using the risks identified from the literature; the risk register will include the probability of the risk occurring and the likely impact of the risk to the project should it occur.
Learning outcomes: 1, 2, 3, 5

Criteria for assessment:
1. Students in their groups will develop a risk management report from a risk report template. The risk management report will be assessed via a detailed marking guide marked by the tutor.

2. Project teams are expected to write up minutes of their meetings, a set of timesheets for each team member and complete a project plan which is to be presented in the form of a Gantt chart. These items are evaluated by the tutor. Meeting and timesheet templates are provided with examples.

3. Students will be provided with a confidential peer review which they will be complete and hand to their tutor evaluating each member of their team. This peer review provides 5% of their contribution to the assignment for individual effort.

4. Students are required to complete, a set of meeting minutes, project plan in the form of a gantt chart and time sheets for individual evaluation.

Due date:
Monday 12 October 2015 at 4.00 pm

Examinations

• Examination 1

Weighting:
40%

Length:
3 hours

Type (open/closed book):
Closed book

Electronic devices allowed in the exam:
None

Learning resources

Reading list

Assessment Requirements

- Link

Monash Library Unit Reading List (if applicable to the unit)
http://readinglists.lib.monash.edu/index.html

Feedback to you

Types of feedback you can expect to receive in this unit are:

- Informal feedback on progress in labs/tutes
- Graded assignments with comments
- Interviews

Extensions and penalties

Submission must be made by the due date otherwise penalties will be enforced.

You must negotiate any extensions formally with your campus unit leader via the in-semester special consideration process: http://www.monash.edu.au/exams/special-consideration.html

Returning assignments

Students can expect assignments to be returned within two weeks of the submission date or after receipt, whichever is later.

Assignment submission

It is a University requirement (http://www.policy.monash.edu/policy-bank/academic/education/conduct/student-academic-integrity-managing-plagiarism.html) for students to submit an assignment coversheet for each assessment item. Faculty Assignment coversheets can be found at http://www.infotech.monash.edu.au/resources/student/forms/. Please check with your Lecturer on the submission method for your assignment coversheet (e.g. attach a file to the online assignment submission, hand-in a hard copy, or use an electronic submission). Please note that it is your responsibility to retain copies of your assessments.
Online submission

If Electronic Submission has been approved for your unit, please submit your work via the learning system for this unit, which you can access via links in the my.monash portal.

Required Resources

Please check with your lecturer before purchasing any Required Resources. Limited copies of prescribed texts are available for you to borrow in the library, and prescribed software is available in student labs.

There are two options available for you to purchase the prescribed text: ie via the bookshop or directly online - these options are discussed below.

1. The price of this book is approximately $175.00 if purchased from the Caulfield bookshop. Students who would prefer to purchase this book from the bookshop register their names with the bookshop by Friday of week 2 of semester 1. The bookshop will order the required number of texts for you.

2. However if you purchase this book directly from the Purdue Press website you can purchase it for $136 (at the current exchange rate). The more expensive rate is due to import duties imposed on the bookshop.

This is the link to the book on the publishers website http://www.thepress.purdue.edu/titles/format/9781557536631.

In the meantime there are e-copies of this book in the library - which you will be able to download to view only for 7 days.

Prescribed text(s)

Limited copies of prescribed texts are available for you to borrow in the library.


Recommended Resources

Microsoft Project, or similar software.

Microsoft Project can be obtained from:

http://infotech.monash.edu/itsupport/msdnaa.html
Other Information

Policies

Monash has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and to provide advice on how they might uphold them. You can find Monash’s Education Policies at: www.policy.monash.edu.au/policy-bank/academic/education/index.html

Faculty resources and policies

Important student resources including Faculty policies are located at http://intranet.monash.edu.au/infotech/resources/students/

Graduate Attributes Policy

http://www.policy.monash.edu/policy-bank/academic/education/management/monash-graduate-attributes-policy.html

Student Charter


Student services

The University provides many different kinds of support services for you. Contact your tutor if you need advice and see the range of services available at http://www.monash.edu.au/students. For Malaysia see http://www.monash.edu.my/Student-services, and for South Africa see http://www.monash.ac.za/current/.

Monash University Library

The Monash University Library provides a range of services, resources and programs that enable you to save time and be more effective in your learning and research. Go to www.lib.monash.edu.au or the library tab in my.monash portal for more information. At Malaysia, visit the Library and Learning Commons at http://www.lib.monash.edu.my/. At South Africa visit http://www.lib.monash.ac.za/.

Disability Liaison Unit

Students who have a disability or medical condition are welcome to contact the Disability Liaison Unit to discuss academic support services. Disability Liaison Officers (DLOs) visit all Victorian campuses on a regular basis.

• Website: http://www.monash.edu/equity-diversity/disability/index.html
• Telephone: 03 9905 5704 to book an appointment with a DLO; or contact the Student Advisor, Student Community Services at 03 55146018 at Malaysia
• Email: dlu@monash.edu
• Drop In: Equity and Diversity Centre, Level 1, Building 55, Clayton Campus, or Student Community Services Department, Level 2, Building 2, Monash University, Malaysia Campus